

OF NOTE



Remote-control parking

Harald Krüger, chairman of BMW, unveiled the luxury auto maker's latest 7-series car last week in Munich. Among the electronic wizardly featured on the new model is a gadget that can park the car after the driver gets out. The 7-series will sell for upwards of \$100,000.

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Incentives bring 420 jobs, \$47.6M in capital investment

Brice Wallace
The Enterprise

A health-based tech company will add 291 jobs and a trucking company will add 129 over the next five years as both expand existing operations in Salt Lake City.

Health Catalyst will expand its headquarters operations in the city in a \$7.6 million project, while Prime Inc., based in Springfield, Missouri, will expand operations in a \$40 million project to have Salt Lake City serve as a western hub for company operations.

The companies made the jobs announcements last week after being approved for tax rebate incentives by the Governor's Office of Economic Development (GOED).

Health Catalyst is a healthcare data warehousing, analytics and outcomes improvement organization founded in Salt Lake City in 2008. It develops information technology systems and services that help some of the nation's largest healthcare organizations improve the quality of patient care while lowering costs. Its customers include more than 200 hospitals and 2,000

see GOED pg. 16



A new 55,000-square-foot building near the freeway in Lehi will be the home for MX, formerly MoneyDesktop, one of several tech companies moving to the city this year.

Lehi sees major growth with relocation of tech companies

Lehi continues to enhance its reputation as a tech center in Utah with the location or relocation of a number of companies in that sector in recent weeks. More than 350,000 square feet of new office space has been announced for the city.

So far this year, four companies — NUVI, Workfront, Ancestry.com and MX — have announced they will move their headquarters to Lehi and new restaurants and amenities are following suit.

"I think that there is the sense as an employee that you're in this center of all

this technology infrastructure and businesses that are being built around it," said Joe Staples, Workfront's chief marketing officer. "I think that's energizing. I think there's an uplift from that rather than being off and secluded."

Lehi was recently named the fifth fastest growing area in the nation by the U.S. Census Bureau. Situated between Provo and Salt Lake, Lehi has become prime real estate for companies to set up shop.

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Travel agents reporting sales up in past year

Sheena Steedman
The Enterprise

Travel agencies in Utah haven't had reduced sales despite rumors that the Internet has taken over their business. In fact, agencies have reported increased sales for the past year.

Clawson Travel is one of the businesses that has held its own this past year. Brad Clawson, the owner and president, said that the agency located at 216 S. 1300 E., Salt Lake City, has had steady sales from 2013 to 2014.

"My clients are still traveling just as much as ever," he said. His agency focuses on corporate travel, although he still accommodates his clients who ask for leisure trips.

As for why people should still use a travel agency, Clawson explained, "I can get better fares than what is online almost every time." He said this is because he is permitted to place a hold and void tickets up to five days. This way, he can monitor the prices as they fluctuate and get his clients the very best deals.

The founder of Clawson Travel, Brad Clawson's grandmother, Vida Fox Clawson, opened the travel agency in 1933, making it possibly the oldest travel agency in Utah. Clawson said he usually has about 10 to 13 employees in his office, and there are no plans for expansion. "We're not trying to grow or shrink, [but] just continue doing what we're doing," explained Clawson.

Mark Faldmo, the president and co-owner of Columbus Travel, located at 563 W. 500 S., Suite 180, Bountiful, reported, "we were up last year about 18 percent." He attributed the increase to "more focused marketing."

Columbus Travel was founded in 2002 and currently there are 26 employees, which increased by about two in 2014, according to Faldmo. While the company does want to continue growing, Faldmo said he is happy with just the one

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Vista Outdoor to headquarter its \$2 billion business in Farmington's Station Park

Brice Wallace
The Enterprise

Vista Outdoor Inc. already had committed to putting its corporate headquarters in Utah but recently said its base will be at Farmington's Station Park.

The spinoff of ATK said it will break ground this summer on a two-story, standalone building, with completion expected in mid-2016. CenterCal Properties LLC, which owns and operates Station Park, will construct the building under a lease agreement with Vista.

"Vista Outdoor will establish high-paying corporate jobs in Utah over the next several years as we expand our existing portfolio of iconic outdoor brands and grow our new company," said Michael DeYoung, Vista's chairman and chief executive officer. "Station Park's attractive design and amenities, access to major transportation routes, and its proximity to the Salt Lake City International Airport make the location a great place for us to begin this exciting journey."

Aerospace and defense company ATK said last August that Utah would be the headquarters for Vista Outdoor, a spinoff from ATK's Sporting Group business. The spinoff was completed in February. Vista designs, manufactures and markets in two segments, shooting sports and outdoor products, and has more than 30 brands.

In November, Vista was approved for a \$1.34 million tax credit incentive from the state tied to 90 high-paying jobs at a new headquarters in Utah. The company said at the time that it was considering sites in Salt Lake, Davis and Weber counties.

In making the Station Park selection announcement, the company confirmed that the headquarters is expected to have about 90 employees during the next several years. It will house the company's chief executive officer, chief financial officer, and corporate employees in the legal, finance, human resources, IT, sales, marketing and communications departments. The company has selected Method Studio Inc., Salt Lake City, for the interior design of the building.

Vista will move from tem-

porary headquarters at 938 University Park Blvd., Clearfield. It also has a secondary building at 1 Freeport Way, Building H7. Thirty-five employees work at those two buildings.

Station Park is a mixed-use development near a FrontRunner station, Interstate 15 and Legacy Parkway that features retail, dining and entertainment, including a park, children's play area, outdoor winter skating rink and a show fountain. At full build-out, the center will occupy more than



62 acres and 1 million square feet of retail, restaurant, and theater and office space. Station Park opened more than 40 restaurant, retail, service and business offices in 2013 alone, including Apple, J. Crew and Banana Republic.

"Farmington is excited to welcome Vista Outdoor," said Jim Talbot, Farmington's mayor. "We understand why they choose Farmington. We know that we and all of Davis County will reap the benefit of having such a nationally recognized corporate presence. We also know that Vista Outdoor is a great anchor for the business park we are developing and the Station Park area in general. We look forward to working with them for many years to come."

"Farmington, located in the heart of Davis County, is a wonderful place for Vista Outdoor to grow their operations," said Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah. "Davis County's labor force is one of the youngest and most well educated in Utah. And Farmington Station's proximity to FrontRunner, Utah's extensive commuter rail line, makes it a prime location for this corporate headquarters."

DeYoung described Utah as "an epicenter for individual outdoor recreation and an outstanding place to do business. The state has a talented and well-educated workforce and a great quality of life. Locating our corporate headquarters here was a natural fit."

"This announcement underscores the fact that Northern Utah has become a go-to location for many outdoor companies' headquarters and major operations," said Val Hale, executive director of the Governor's Office of Economic Development (GOED). "Vista Outdoor will be joining dozens of other outdoor companies in the area, and we look forward to the significant contributions they will make to the industry."

Vista has manufacturing operations and facilities in 10 U.S. states, Puerto Rico, Mexico and Canada, along with international sales and sourcing operations in Canada, Europe, Australia, New Zealand and Asia. In the fiscal fourth quarter ended March 31, the company reported net income of \$15.9 million, or 25 cents per share, on sales totaling \$485 million. For the full fiscal year ended March 31, the company had net income of \$79.5 million, or \$1.25 per share, on sales of \$2.08 billion. It has about 5,800 employees worldwide.

Vista's brands include Federal Premium, Bushnell, Primos, Blackhawk, Savage Arms, Final Approach, Uncle Mike's, Hoppe's, RCBS, Alliant Powder, CCI, Speer, Champion Targets, Gold Tip Arrows, Weaver Optics, Outers, Bolle, Cebe and Serengeti.

Vista's \$1.34 million tax credit incentive was approved in November by the GOED board. State officials said Utah had been competing with Virginia, Mississippi, Kansas and Minnesota for the headquarters. GOED documents indicate that the project is expected to result in new wages of more than \$125 million over seven years. New state tax revenue during that time should top \$6.7 million. The company's capital investment in the project is expected to be \$10 million.

EY names Utah region Entrepreneurs of the Year

The 2015 winners of the EY Entrepreneur Of The Year Award in the Utah Region were announced recently at the company's annual gala at the Grand America Hotel.

The winners include:

A10 Capital LLC, Jerry Dunn, principal and CEO; Alterra, David Royce, founder and CEO; Children's Miracle Network Hospitals, John Lauck, president and CEO; and Grandeur Peak Global Advisors LLC, Robert Gardiner, CEO; Eric Huefner, president; Blake Walker, chief investment officer.

Also named were Health Catalyst, Steven Barlow, cofounder and senior vice president; Dan Burton, CEO; Thomas Burton, cofounder and senior vice president; Jamberry, Adam Hepworth, CEO; and Vista Outdoor Inc., and Mark DeYoung, chairman and CEO.

The winners were selected by an independent judging panel made up of previous winners of the award, leading CEOs, private capital investors and other regional business leaders.

"EY has honored outstanding entrepreneurs for the past 29 years," said Shawn Goff, EY Entrepreneur Of The Year program director for the Utah region. "These winners are accomplished leaders who have contributed a tremendous amount to their communities."

Now in its 29th year, the program has expanded to recognize business leaders in over 145 cities in 60 countries throughout the world. Regional award winners are eligible for consideration for the EY Entrepreneur Of The Year national program. Award winners in several national categories, as well as the EY Entrepreneur Of The Year overall national award winner, will be announced at the annual awards gala in Palm Springs, California, on Nov. 14. The U.S. Entrepreneur Of The Year winner then moves on to compete for the World Entrepreneur Of The Year Award in Monaco in June 2016.

Stryde buys Fit Marketing

Stryde, a content marketing company based in Salt Lake City, has acquired Lehi-based Fit Marketing. The acquisition was completed in May and no terms were announced.

Founded in 2009 by Owen Fuller as an inbound marketing agency, Fit evolved from a full-service business model, to a more narrow focus of inbound digital marketing with content, search, social media and video when Dave Bascom joined the company in 2012.

As part of the merger, Stryde will continue to run the Fit according to its current business model. Bascom and Fuller will continue working with Stryde as strategic advisors.

"I'm thrilled about this merger," Bascom said. "It's a perfect match in many ways. Greg Shuey and the team at Stryde are some of the smartest digital marketers I know. Our companies' cultures and approaches to business

are extremely similar. Our teams' strengths complement each other. We're now positioned to better meet the needs of our current and future clients. I know the combined team will accomplish amazing things."

"We're always looking for ways to elevate our organization and level of service for clients," said Stryde COO Shuey. "It made perfect sense to team up with Fit, their team and their clients, and we are excited about what the future holds for Stryde."

Stryde specializes in content creation, distribution and promotion and helps companies create brand awareness, increase website traffic, generate qualified leads, shorten sales cycles and engage and retain customers. Its client portfolio includes *Sports Illustrated*, Henry Schein, Signs.com, LanDesk, the Church of Jesus Christ of Latter-day Saints and others.



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Mtn. Point hospital opens

IASIS Healthcare LLC has opened its Mountain Point Medical Center, a new, full-service hospital in Lehi.

Mountain Point is a 124,000-square-foot hospital designed to provide comprehensive healthcare services for residents of the rapidly growing northern Utah County area. The hospital is located at 3000 N. Triumph Boulevard in Lehi.

"We have been preparing for this day for over two years and are thrilled that we can now provide high-quality healthcare to this growing community," said Carl Whitmer, president and CEO of IASIS. "We are proud of the skilled and experienced staff at Mountain Point that is committed to providing excellent care and service and we look forward to serving patients in this community for many years to come. IASIS remains focused, along with our medical staffs, on continuing to improve access to high-quality, cost-effective healthcare for employers and residents of Utah."

According to a release from the company, Mountain Point is equipped with state-of-the-art medical equipment and advanced technology and offers a 24-hour, full-service emergency department, intensive care unit, full-service laboratory, labor and delivery suites, Level II nursery, diagnostic imaging services, cardiac catheterization laboratory, general medical and surgical inpatient services as well as a number of medical specialties. A 60,000-square-foot integrated medical office building is occupied by primary care and multi-specialty physician groups practicing in the area.

"The opening of Mountain Point Medical Center is exciting for our team and the Utah County community," said Edward Lamb, Western Division president of IASIS. "Mountain Point Medical Center strives to provide seamless access to high-quality healthcare, which means extending services and medical expertise throughout

northern Utah County."

The more than \$80 million facility has opened with nearly 250 employees. In excess of 220 physicians and other medical providers, representing a wide range of medical specialties, serve on the hospital's medical staff.

Mountain Point is one of five IASIS Healthcare facilities in Utah. IASIS also operates Health Choice Utah, a managed health plan providing Medicaid services to residents in Davis, Salt Lake, Utah and Weber counties.

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PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond
dale@slenterprise.com

MANAGING EDITOR

John M. Rogers
john@slenterprise.com

CONTROLLER

Richard Taylor
richard@slenterprise.com

OFFICE MANAGER

Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION

david@slenterprise.com

CIRCULATION

Diana Rogers
diana@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS


art@slenterprise.com

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Value Engineering

I am currently sitting at a window, gazing out over the Grand Canal in Venice and contemplating the structural feat of the foundation systems of the many structures which seemingly float in the water. I can't help but think that certainly there is a more efficient place in which to build a city. But I suppose that if Venice were built somewhere else I would not have traveled halfway around the world to visit.

There are many places in the Salt Lake Valley where water is fairly close to the surface, which can create unique challenges for structural engineers to design foundations. Preparation of the soil and the required foundation support can still pose a financial burden for the developer.

After also visiting all over Spain and Rome, it becomes very clear that our building history in the United States is not really history at all, but only yesterday. I walked through the engineering building at the University of Rome, the Architectural College in Barcelona and wondered if "value engineering" was a topic mentioned.

In 1984, after completing a series of classes and special education, I became a certified value specialist — or someone who was qualified to perform "value engineering." I then spent a considerable amount of time performing duties for various branches of the U.S. military, optimizing the structural engineering and

structural systems for proposed major developments. Our goal was to be creative and satisfy the original function and intent of the structure while at the same time optimizing the financial impact for both initial costs and future costs.



RON DUNN

I then compared the old and the new. Certainly, we are more efficient with our material selection. Undoubtedly, what once took a hundred years to construct, we can do in far less time. But why did I stand in awe at what I saw? I looked beyond the ornamental tapestries and paintings

and marveled at the structural ingenuity. With advanced, yet crude, instruments of engineering, marvelous edifices were designed and built. Arches, domes, cantilevers, vast volumes of space and other engineering feats seem to cheat gravity. Oh, so many opportunities to perform value engineering.

Structural engineers love challenges; we relish the opportunity to push ourselves, materials and mathematics. While understanding the financial implications of a return on investment, we are still a little disappointed when we have to cut back and design inside the box. The structural engineers of today have far more tools, history and mathematical abilities to do far more than what I have observed these past three weeks. While value engineering provides great value for today, I wonder what kind of value it provides for generations that follow.



Doterra Offices; Pleasant Grove, Utah




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Study: Utah millennials just want to pay off their education debts

Members of Utah's millennial generation are most concerned about finding jobs that provide enough income to pay off their student debts, according to a new report from the Utah Foundation. That is one key difference between the millennials (born from 1981 through the early 2000s) and earlier generations, including GenX (1965-1980), baby boomers (1945-1964) and the Silent Generation (1928-1945), says the report titled *Millennials and Boomers: How Utah's Generations Compare to Each Other and the Nation*.

The report is the second report in a series of four looking at the attitudes of Utah residents in various generational groups regarding finances and workplace preferences from the foundation. It also shows that Utahns are more stable in their jobs than their peers nationwide, especially those who are married and have children.

The findings in the report include:

- Utahns seem to be more content than their national peers regarding their current incomes and more optimistic about their potential for future earnings.

- While student debt burden has increased significantly for Utahns in the past decade, the average returns on higher educational attainment are already being seen by millennials.

- Utahns are more content than their national peers with current employers; Utahns with families are less likely than their unmarried and/or childless counterparts to want different employers.

- Millennial Utahns are more likely than older generations to think that finding a job they want will be very easy.

- Millennials, Gen Xers and boomers have similar attitudes regarding attributes of their ideal jobs — good compensation and

having a good work-life balance were both high priorities. Millennials placed a higher level of importance on jobs that would allow them to pay off student loans quickly.

"There is a lot of concern about rising levels of student debt," said Utah Foundation research analyst Christopher Collard. "But the increased earnings of those who have invested in education is also beginning to show up as they begin their careers."

Only about half of the millennials in the survey are carrying student loan debt. On average, student debt for Utahns is about \$23,000. That is much lower than their peers across the United States.

The report also shows the differences in lifestyle of Utahns generally have an impact on their attitudes about their workplaces. Research analyst Mallory Bateman said that the survey indicated that

Utahns were more content with their current employment situations than their national counterparts. "Utahns in all generations, especially those who are married and have children, indicated lower propensity toward finding new employers in the next couple

years and also seemed happier with current and potential future earnings," Bateman said.

The report is based, in part, on the results of a survey of more than 1,300 Utahns conducted by Lighthouse Research from March 11-28.

DofC report features Utah firm

Albion Laboratories Inc. of Clearfield has been selected as the Utah representative to be featured in report prepared jointly by the Office of U.S. Trade Representative and the U.S. Department of Commerce. The report, titled "United States of Trade: 50 Stories in 50 States that Show the Impact of Trade Across the Nation," spotlights one business success story from each state with access to global markets and using exports to expand their businesses.

Albion is a manufacturer of chelated minerals for nutritional applications and exports to nearly 100 countries with approximately 150 employees.

"Exports have always played a critical role in Albion's economic growth," said DeWayne Ashmead, president of Albion. "The report demonstrates the positive impact of exports on business success, American communities and the economic security

of our families."

Established in 1956, Albion Laboratories has enjoyed strong growth, in large part due to its increased exports.

The case studies included in the "United States of Trade" report illustrate how access to global markets can benefit small businesses across the United States. For each state, the report breaks down the value of goods exported, jobs supported, number of companies that sell their goods overseas and the percentage of those that are smaller businesses. Currently, approximately 300,000 small- and medium-sized businesses across country support millions of American jobs through direct exports and participation in supply chains. In 2014, over \$2.3 trillion in goods and services were exported from the US, and an estimated 11.7 million U.S. jobs were supported by goods and service exports.

Oportun opens first Utah locations

Oportun, a company that provides small-dollar loans to Hispanic borrowers, has announced that it is opening new locations in Utah — Provo and South Salt Lake. The company was formerly known as Progreso Financiero.

Oportun uses advanced data analytics and technology to provide loans to borrowers who have little or no credit history. Oportun calculates each loan applicant's ability to repay and only lends to those it believes have the ability to repay the loan after meeting other major financial obligations and living expenses. The company also sets loan amounts and terms to fit individual budgets, giving borrowers enough time to pay back the loan. Finally, it reports customer accounts to the credit bureaus to help customers establish or build credit history.

Founded in 2005, Oportun currently operates in more than 145 locations in California, Texas, Illinois and, now, Utah.

"Nearly 25 million Hispanics in the U.S. are considered financially under-served and may have

little or no credit history," said Oportun CEO Raul Vazquez. "Their options are limited if they need money to repair the car that gets them to work or to move their family to a better home. Sadly, many of them turn to higher-cost alternative lenders and end up in a debt spiral."

Hispanics represent 15 percent of the population in Utah — and nearly a third of the population of South Salt Lake, where Oportun is opening one of its new locations.

"We know there are many responsible, hard-working Hispanics in Provo, South Salt Lake and other Utah communities who deserve access to affordable credit. We look forward to serving them and giving them the opportunity to build a better future," said Vazquez.

Since its founding, Oportun has helped more than 520,000 customers by disbursing more than \$1.5 billion through 1 million small-dollar loans. The company delivers a service experience with bilingual staff.



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Progrexion moves to new downtown SLC headquarters

Progrexion, a Utah-based provider of credit report repair services, has opened its new corporate office at 257 Tower in downtown Salt Lake City. The company will occupy suites 900, 1000 and 1200 of the building at 257 E. 200 S.

Progrexion has grown from 50 employees in 2000 to approximately 3,000 employees in eight locations across Utah, Arizona and Idaho. The 48,000-square-foot administrative office centralizes the IT, human resources, legal, finance and marketing departments of the company.

"This is an exciting time for Progrexion," said Jeff Johnson, chairman and CEO of Progrexion. "I can attribute this rapid growth to our remarkable employees who are more than willing to help and serve their communities and clients alike. We are proud of them and the wonderful work that they do. We wanted to find a headquarters building in downtown Salt Lake City and are delighted to have found a fantastic location which provides a great work environment for our employees. The headquarters will meet our short- and long-term expansion needs."

At a recent grand opening event, several individuals spoke, including Johnson, Salt Lake City Mayor Ralph Becker, Chamber of Commerce president Lane Beattie, and Downtown Alliance executive director Jason Mathis.



Gov. Gary Herbert displays Utah's Silver Shovel award given by Area Development magazine in recognition of the state's support of economic development in the private sector.

Award recognizes support of Utah's private sector

In recognition of the state's support of economic development in the private sector — and for the fourth time in the last six years — Utah is the recipient of *Area Development* magazine's Silver Shovel award.

Two of the six years, Utah received the "Gold Shovel" for small-state economic development.

"Utah is proud to be the home of some of the best performing businesses in the country," said Gov. Gary Herbert. "By build-

ing strong economic relationships with private industry, we have solidified our position as the best place to do business in America with an unsurpassed standard of living."

Area Development analyzed two groups, "large population" and "small population" state economic development agencies, that provide fertile ground for job creation through smart policies and robust infrastructure, along with additional opportunities for

attracting new businesses to a state, or expanding existing facilities.

Economic development has helped to position Utah as one of the most promising small-population states for job opportunity. In 2014, 50,700 jobs were created and all industry sectors experienced growth. That job creation directly contributes to Utah's very low unemployment rate of 3.4 percent and its robust 4 percent job growth.

Only Hawaiians love their jobs more than Utahns

If you can't find a job in Hawaii, Utah makes a good second choice. Employment website Monster and social intelligence company Brandwatch analyzed messages posted on Twitter for a full year and Utah was second only to Hawaii with people who loved their jobs enough to tweet about it.

The companies looked at more than 1.1 million tweets in the United States, analyzing exactly who, what, when, where and why people take to Twitter to discuss how they feel about their jobs. Results saw people in the West much more likely to like their jobs than those in eastern states.

"It's certainly not just the weather nor differences in temperament that drove the disparity between people in the East hating their jobs and people in the West loving them," said Joanie Courtney, senior vice president at Monster. "Job satisfaction is an often fluid, temporary sensation and social channels deliver people the opportunity to express those sentiments with greater ease than ever before. The results indicate

an opportunity for companies to focus on embracing existing talent to move the 'love-hate needle,' as well as those tweeting to translate their skills for new opportunities to find something better."

Location definitely matters when it comes to job satisfaction in the U.S. Eight out of the top 10 states where people tweet about loving their job at a higher ratio to hating their job are in the western half of the country:

1. Hawaii
2. Utah
3. Oregon
4. California
5. Washington
6. Minnesota
7. Nevada
8. Maine
9. Arkansas
10. Idaho

The top 10 states in which people on Twitter have a higher ratio of discussing hating their job versus loving their job are exclusively in the eastern half of the U.S., with approximately half of those job-hating states in the Northeast region:

1. Florida
2. West Virginia
3. Delaware
4. Virginia
5. Ohio
6. New Jersey
7. Pennsylvania
8. Rhode Island
9. Louisiana
10. Maryland

During the study, conducted March 2014 to March 2015, Monster and Brandwatch also analyzed the days and months that showed the most conversations regarding job sentiment. In July, after the halfway point of the calendar year and when many people begin their summer vacation, positive Twitter conversations about loving jobs dips and steadily declines until another sharp drop in October, a time often seen as a crunch period for companies ramping up hiring for holiday sales or end-of-year deadlines. Once past the New Year, a more positive attitude returns and slowly makes its way to a peak in March. Interestingly, conversations about hating their jobs also peak around this time.

Fieldstone opens second community in Eagle Mountain

Fieldstone Homes is opening its second neighborhood within the Silverlake community in Eagle Mountain.

"We are thrilled to provide more homes to the already thriving community at Silverlake," said Troy Gabler, president of Fieldstone Homes. "The neighborhood in Eagle Mountain offers community walking trails, an amphitheater and incredible views of the Wasatch Front and Utah Lake."

Starting in the \$220s, the community will feature 48 homes with spacious floor plans and special touches like walk-in closets in every room.

Fieldstone has built neighborhoods in California, Texas and Utah, including communities from Farmington across the Wasatch Front to Spanish Fork.



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Mindmapping & brainstorming: Essentials in your leadership toolkit

In my most recent article, I discussed the importance of facilitation skills in problem solving. Among the various facilitative techniques, two of the most valuable are mindmapping and brainstorming.

A mindmap is a visual tool for organizing information. Typically, it features a central concept, around which related ideas are linked. Other insights or subsidiary ideas may be shown as branches from those major ideas.

A facilitator working with a problem-solving team will typically draw a mindmap by hand, using a flipchart or a whiteboard. Although he or she may field and write the inputs of the group, it is generally preferable to allow team members to populate the mindmap, posting their ideas using Post-It Notes or large paper cards to accommodate more detailed ideas.

Mindmaps can be particularly useful in describing the various symptoms that define a problem. Typically, a problem statement is placed in the cen-

ter of the diagram and group participants are invited to share their perspectives on the definition of the problem in terms of its impact and symptoms. Their contributions are linked back to the problem. The role of the facilitator is critical here in asking questions to thoroughly populate the diagram.

Such questions might include:

- What is the nature of the problem?
- What symptoms have brought it to our attention?
- Where has the problem been observed?
- When has it occurred?
- Under what conditions has it occurred?
- What is the sequence of events leading up to the occurrence?
- When does it not occur?
- Under what conditions does it not occur?
- What is the impact of the problem?

A thorough job of populating this initial mindmap sets the stage for brainstorming focused

on corrective actions. Corrective actions typically fall into two categories:

1. Short-term fixes, or “work-arounds,” and,
2. Solutions that address and overcome the root causes of the problem.

This second diagram should be developed using the two cardinal rules of brainstorming: 1. Defer judgment, and, 2. Generate as many ideas as possible.

Once again, the facilitative leadership role is essential here. The facilitator typically asks each participant to use Post-It Notes to write down as many corrective actions as they can think of, inviting them to post each idea as a link to the problem statement. The facilitator organizes the corrective actions into groups of similar ideas, and then will entertain group discussion to elaborate on those ideas and arrive at an action plan, noting whether that plan constitutes a work-around or a solution.

A classic example of this technique involved a hazmat team tasked with safely draining the reservoir of a large tanker truck carrying highly toxic liquid that became stuck under an overpass.

The incident commander, acting as facilitator, posed a series of questions regarding the situation using a small whiteboard at the scene to mindmap the responses of his team. Because of the risks inherent in the dangerous load, virtually all of the inputs dealt with the likely challenges of handling the liquid, the possibility of adulterating water or soil, the likely need to evacuate the nearby neighborhood and the importance of alerting the nearest hospital to be ready should anyone be injured.

When brainstorming moved to corrective actions, the team naturally moved to address various aspects of dealing with the hazardous material. The incident commander fielded all of these ideas, deferring any judgment. As the flow of potential solutions began to slow, he challenged the team with the question: “Are there any ideas or perspectives we haven’t considered?”

After a significant pause, the most junior member of the team offered a simple suggestion: “Why not deflate the tires on the truck and carefully roll it out in reverse? That will allow us to monitor the reservoir for

leaks. If the tank has been punctured, our other strategies would of course be necessary. But if the tank is intact, we would avoid the need to drain it.”

This new perspective changed the focus of the team’s problem solving from safety concerns to extricating the truck. While safety precautions were still critical, this new idea dealt with the root cause of the problem: a truck too tall to fit under the overpass. With that perspective, the young team member simply suggested making the truck shorter. And that proved to be the solution to the problem.

Fortunately, the tank was not badly damaged and no leakage occurred. The leadership role of the facilitator and his use of mindmapping and brainstorming was critical in achieving this successful outcome. These facilitative tools led his team to understand the problem — and ultimately to solve it.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



RICH TYSON

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Industry Briefs

ASSOCIATIONS

• The **Salt Lake Chamber** has named **Lori Chillingworth** as the 107th person to serve as chair of the chamber's Board of Governors. She will begin her one-year term July 1. Chillingworth is executive vice president of Zions Bank. Chillingworth succeeds **Terry Buckner**, who becomes immediate past chair and remains on the chamber executive board. Buckner is president and chief executive officer of the Buckner Co. **Keith McMullin** will become vice chairman of the Board of Governors. He is president and chief executive officer of Deseret Management Corp., having served in his position since April 2012. Prior to that, McMullin served as a second counselor in the Presiding Bishopric of the LDS Church.



Lori Chillingworth



Terry Buckner



Keith McMullin

• **Robert Clyde**, managing director of Clyde Consulting LLC, Provo, has been re-elected international vice president of **ISACA**, a global association serving 140,000 information systems professionals in 180 countries. He and 10 others were installed to serve on the organization's 2015-16 board of directors. In addition to his role at Clyde Consulting LLC, Clyde is a director on the boards of Zimbra and Xbridge Systems. He chairs a board-level ISACA working group and has served as a member of ISACA's Strategic Advisory Council, Conference and Education Board and the IT Governance Institute (ITGI) Advisory Panel. He is a frequent speaker at ISACA conferences and for the National Association of Corporate Directors (NACD). He also serves on the industry advisory council for the Management Information Systems (MIS) Department of Utah State University. Previously, he was chief executive officer of Adaptive Computing, chief technology officer at Symantec and a co-founder of Axent Technologies.



Robert Clyde

• **Steven P. Young**, a partner in the Salt Lake City office of Holland & Hart, has been elect-

ed to the **American College of Tax Counsel (ACTC)**, an honorary professional organization formed in 1981. Membership is reserved for 700 of nation's top tax attorneys. Young joins four other Fellows in Utah. Young's tax practice focuses on state and local tax. He is a former president of the Utah State Bar Tax Section and currently serves as vice president of the American Bar Association State and Local Tax Committee.



Steven Young

• **AARP Utah** is inviting members and the public to become involved in a national campaign against Internet "romance scammers" by signing an online petition. AARP's Fraud Watch Network is calling on the online dating industry to institute new safeguards to better protect users. AARP says that romance scammers using the Internet rob Americans of an estimated \$81 million annually. The network is urging online dating sites to employ algorithms to detect suspicious language patterns used by scammers, search for fake profiles across multiple dating websites, issue alerts to any member who has been in contact with someone using a fraudulent profile, and educate members with tips on how to avoid romance scammers. The petition is at https://action.aarp.org/site/SPageNavigator/FWN_Romance_Scams.html?cmp=ROMNZSCM_MAY15_015.

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CONSTRUCTION

• **ARW Engineers**, Ogden, has promoted **Robert (Doc) Moyle** and **Justin Naser** to the position of principal. Combined, they have 35 years of structural consulting experience with ARW. Both are shareholders and members of the

company's board of directors, and both have master's degrees from Utah State University.



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ENERGY/NATURAL RESOURCES

• **Vivint Solar**, Lehi, has hired **Greg Nielson** as a principal scientist in the company's Solar Technology Department. Nielson most recently was at mPower Technology, where he spent the past year developing commercial applications from his research on "microsystem enabled photovoltaics." He spearheaded the research while serving as principal member of technical staff at Sandia National Laboratories.

GOVERNMENT

• The **Utah State Library (USL)**, a division of the Department of Heritage & Arts, has named **Kari May** as assistant director. She formerly was director of Pines & Plains Libraries in Elbert County, Colorado. May has been a professional librarian for 15 years, starting at the reference desk of the Centennial Park Library in Greeley, Colorado, and working for the Weld Library District. In addition to working in the reference department, she served as the manager of the Technical Services Department and then branch manager for the Centennial Park and Farr Regional library branches in Greeley.



Kari May

• **Kele Griffone** has been selected as director and **Jessica Thayer** has been selected as associate director of Salt Lake County's **Criminal Justice Service Division**. The former director, **Gary Dalton**, retired. Criminal Justice Services offers pre-trial, post-trial and treatment programs to adults



Kele Griffone


who have been referred by the district or justice courts. Griffone has



Jessica Thayer


more than 22 years of experience in government, serving in several administrative positions and as a court administrator. She has been the acting director for Criminal Justice Services since January. Before filling that role, She served as the associate director of Aging and Adult Services. She holds a bachelor's degree in business and an MBA. Thayer has more than 17 years of experience at Criminal Justice Services as a case manager, pre-sentence writer and as a supervisor of both probation and pretrial teams. She holds a bachelor's degree in justice studies as well as a Master of Legal Administration.

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PHILANTHROPY

• **Smith's Food & Drug Stores** has donated \$1 million to **Primary Children's Hospital** as a result of a fundraising campaign that included support from associates, vendors and customers in 56 stores throughout Utah, Idaho, Wyoming and Montana. Smith's has contributed \$13 million to the hospital over 23 years, helping families in Utah and throughout the Intermountain West who are unable to pay the medical costs of their children.

• **America First Credit Union** recently donated \$11,000 in scholarships to students of **Copper Hills High School**, West Jordan, from the America First Credit Union Charitable Foundation. America First has given \$1,000 each to 11 students with a 4.0 grade point average for the duration of their high school careers, along with a mostly perfect attendance record.

• The Salt Lake City office of **Snell & Wilmer** has partnered with **Head Start** for the third year by providing 150 backpacks and supplies for underprivileged

pre-school children. These children will be attending Head Start's summer kindergarten preparedness program. The backpacks and supplies were assembled by Snell & Wilmer's attorneys and staff and presented to Head Start on June 1.

RECOGNITIONS

• The **United Way of Salt Lake (UWSL)** has named **Mona Burton** as **Volunteer of the Year**. She is a former chair of UWSL's board of directors and has been a member since 2003. During her tenure, she has been involved in many United Way initiatives, particularly those that offer assistance to young women pursuing



Mona Burton

higher education. She is a founding member of UWSL Women's Leadership Council and a member of the Tocqueville Society, a group of philanthropists who demonstrate extraordinary financial generosity and an outstanding commitment to improving the quality of life in the community. Over the years, she also has provided legal counsel to the organization. Burton is a partner in the Salt Lake City office of Holland & Hart. She is the leader of the firm's Real Estate, Construction, Finance and Bankruptcy practice group.

• **myBusinessBar**, Holladay, has been listed in "**The Top 100 Coworking Spaces in the U.S.**" by **Symmetry50**, making it the only coworking space in Utah in the rankings. Kathryn Christiansen is the company's founder and chief executive officer. The company made the list in 2014 when 75 locations were listed. It provides a professionally managed space for coworking, meetings and flexible office needs for start-ups, entrepreneurs and independent professionals who need on-demand work space.

• The **Thiel Foundation** has announced its 2015 class of 20 Thiel Fellows, including **George Matus Jr.**, chief executive officer of **iDrone**, Salt Lake City.



George Matus Jr.

Matus designs, builds, and pilots advanced unmanned aerial vehicle (UAV) technology. He has been a drone test pilot since age 12, won a global drone competition at age 16, and now at 17, manufactures UAVs for consumer and commercial markets. The 20 members of the 2015 class were selected from 2,800 applicants. Fellows receive \$100,000



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Let's turn the answers on.

Pictured from left to right: Colby Lilly and Tim Gardner, maintenance department with Moab Valley Inn, Debra Dull, customer and community manager, Rocky Mountain Power and Dave Seibert, maintenance supervisor, Moab Valley Inn.

Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

June 15, 7 a.m.-2 p.m.

2015 Classic Golf Tournament, a Salt Lake Chamber event. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Shotgun start is at 8 a.m. Sponsorships are available by contacting Jackie Sexton at (801) 328-5053. Details are at slchamber.com.

June 15, 6:30 a.m.-2 p.m.

Chamber Golf Tournament, a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

June 16, 7:30-9 a.m.

"Breakfast of Champions," a Sandy Area Chamber of Commerce event. Theme is "Impossible is Always Somebody Else's Opinion." Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

June 16, 8-9:30 a.m.

"Cybersecurity and the Internet of Things," a Utah Technology Council (UTC) EY clinic. Presenter is Suyesh Karki, senior manager of advisory services at EY. Location is EY, 178 S. Rio Grande St., third floor conference room, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org or (801) 568-3500.

June 16, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

June 17-19

Front, an annual product and design conference for designers, product managers, entrepreneurs, technologists and user experience personnel. Event features panels, presentations and workshops. Location is the Infinity Events Center, 26 E. 600 S., Salt Lake City. Overall cost is \$400; individual workshops are \$50. Details are at frontutah.com.

June 17, 8-9:30 a.m.

"Executing a Strategic and Effective First Response to an Employment Law Claim," an Employers Council (EC) event. Speaker is Mark Tolman of Jones Waldo. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake

City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at www.ecutah.org/.

June 17, 8 a.m.

Murray Chamber Youth Scholarship Fund Golf Tournament, a Murray Chamber of Commerce event. Open to everyone. Registration is at 7 a.m., with shotgun start at 8 a.m. Location is Murray Parkway Golf Course, 6345 Murray Parkway Ave., Murray. Cost is \$375 for a foursome, \$99 for singles. Sponsorships are available. Registration is at murraychamber.org. Details are available by calling Angie at Bach Chiropractic at (801) 487-1010.

June 17, 11:30 a.m.-1 p.m.

Lunch & Learn, a Utah Technology Council (UTC) networking event. Location is Workfront, 3300 N. Ashton Blvd., Suite 300, Lehi. Free, although pre-registration is required. Details are at utahtech.org.

June 17, 3-5 p.m.

"How to Raise Money," a Wayne Brown Institute event. Seminar will cover the investment landscape in Utah and Idaho, getting your business ready to solicit capital, what investors look for in companies, and a serial entrepreneur's perspective on the challenges of raising money. Location is Dorsey & Whitney LLP, 136 S. Main St., No. 1000, Salt Lake City. Cost is \$10 in advance, \$15 at the door. Details and registration are at Eventbrite.com.

June 17, 3:30-5 p.m.

"Afternoon Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber event. Presenter is Deb Bilbao, business consultant at the chamber's Women's Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

June 18, 8:30-9:30 a.m.

"Who Wants What You've Got?," a "10 Tips Seminar" presented by the World Trade Center Utah. Shelby Peterson, international trade specialist at Utah Export Assistance Center; Clark Cahoon, international trade specialist at WTC Utah; and Doug Bingham, global business development manager at U.S. Translation Co., will discuss market research techniques and the tools available to help companies determine overseas demand for their products, and participate in a panel moderated by Terry Grant, Utah market president at Key Bank. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free, but registration

is required. Details are at wcutah.com.

June 18, 11 a.m.-1 p.m.

"Business Matters" Luncheon, a West Jordan Chamber of Commerce event. Theme is "What's the 'Secret Sauce' That Can Help You Live Well?" Speaker is Terri Flint, director of the Employee Assistance Program and employee wellness at Intermountain Healthcare in Salt Lake City. Location is the MACU Tanner Building, 7167 Center Park Drive, West Jordan. Cost is \$20 with RSVP, \$30 without RSVP. Registration can be completed by contacting susan@swvchamber.org or at www.swvchamber.org.

June 18, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Topic is "The Chamber Through the Years." Location is Florentine Gardens, 2621 Oak Hills Drive, Layton. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at www.davischamberofcommerce.com.

June 18, 4:30 p.m.

Second Annual Chamber Bowl, hosted by the South Salt Lake Chamber of Commerce. Location is Bonwood Bowl, 2500 S. Main St., South Salt Lake. Cost is \$7 per person (three games and shoe rental). RSVPs can be completed through local chambers.

June 19, 4-5 p.m.

"Secrets on How to Successfully Respond to an RFP," a Salt Lake Chamber "Business Essentials" workshop focused on strategies for business owners to win contracts by responding to RFPs. Panelists include Natalie Kaddas, general manager, Kaddas; Lori Peterson, MWH Global; Chuck Spence, deputy director of the Utah PTAC and president of APTAC; and facilitator Ann Marie Thompson, program director, Salt Lake Chamber Women's Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

June 22-23

STEM Best Practices Conference, a STEM Action Center event. The conference will highlight projects from across the state where communities are experiencing success with STEM (science, technology, engineering and math) learning. Location is Thanksgiving Point, 3003 N. Thanksgiving Way, Lehi. Details are at www.stembestpractices.com.

June 23, 8 a.m.-1 p.m.

IPO Readiness Seminar. Location is the Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Details are at www.utahtech.org/events.

June 23, 8-9:30 a.m.

"Prosperity Through Education Breakfast Forum," a Salt Lake Chamber event. Philanthropist and venture capitalist Alan Hall has applied his innovative and entrepreneurial spirit to help "move the needle" for students in the Roy area. Roy High School principal Gina Butters will discuss the plan for improving student outcomes. Event also will feature information about kicking-off Education Ambassador initiatives. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

June 23, 11:15 a.m.-1:15 a.m.

Women in Business Luncheon, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at www.ogdenweberchamber.com.

June 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Speaker is Mike Schlappi, athlete and businessman. Location is Hilton Garden Inn, 277 W. Segoe Lily Drive, Sandy. Cost is \$20 for members prepaid, \$25 for guests prepaid. Details are at sandychamber.com.

June 23, 11:30 a.m.-1 p.m.

Business Women's Forum Luncheon, a Salt Lake Chamber event. Pat Jones, chief executive officer of the Women's Leadership Institute, will discuss "Steering Your Own Wheel," about taking calculated risks that elevate women and their companies. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

June 24, 8 a.m.-5 p.m.

Buy American Transit Supply Chain Connectivity Forum. Event is designed for people looking for new markets and new customers for products, have excess capacity, or would like to become part of a supply chain for an original equipment manufacturer (OEM) in the public transit sector. Participants may sign up for brief private meetings with OEMs in attendance. Cost is \$25 (includes continental breakfast and lunch). Registration can be completed at www.mep.org/mep/ or by calling Brian at (801) 863-7909.

June 24, 8:30-9:30 a.m.

Fire Safety Training Class, a Utah Manufacturers Association (UMA) event. Topics include general fire safety, fire growth, fire hazards, choosing the appropriate fire extinguisher, using a fire extinguisher, and evacuation. Location is UMA, 428 E. Winchester St., Suite 135, Murray. Details are at www.umaweb.org.

June 24, 3-6 p.m.

Deal Forum, a Wayne Brown Institute event. The Deal Forum is a live pitch event and will feature entrepreneurs seeking capital for their ventures. The event is designed specifically to provide a safe venue where entrepreneurs can pitch their ventures to a panel of investors for the sole purpose of receiving feedback on their venture, pitching content, and getting information about market opportunity assumptions, forecasts, or necessary milestones needed to become successful. Location is Zions Bank, 180 N. University Ave., eighth floor, Canyon Room, Provo. Cost is \$15. Details and registration are at Eventbrite.com.

June 24, 3-5 p.m.

"First-Time Exporter: Going Global," a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

June 25, 11:30 a.m.-1 p.m.

"Regulation Roundtable: How Does Regulation Impact Economic Development and Real Estate?" The Salt Lake Chamber event is designed as part of a quarterly regulation roundtable series as part of an effort to promote smart regulation. This roundtable will focus on key regulatory barriers that impede economic growth at the most basic level: real estate, commercial and economic development. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

June 25, 11:30 a.m.-1:30 p.m.

Business Center Workshop, a West Jordan Chamber of Commerce event. Lisa Smith, founder of 7-Touch Marketing, will discuss "More People Will Read Your Email If You Do This." Location is the Community Conference Room at West Jordan City Hall, 8000 Redwood Road, West Jordan. Free for chamber members, \$30 for nonmembers. Details are at www.westjordanchamber.com.

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Airline struggles: Lost luggage and bumping

More people are actually concerned about losing luggage than about being bumped from a flight for which they have purchased a ticket, but the fact is this: These days, the latter is way more likely to occur.

Why?

The airlines are doing statistically far better at keeping track of checked bags than ever. However, if your luggage is lost or stolen, you can count on the airline itself to step up to the plate. Go to your favorite online search engine, enter “delayed, damaged or lost bags” and several websites, including one prepared by the U.S. government, will be available to you. As one who, when going to luggage pickup at New York’s JFK Airport a couple of years ago, found no bag (it was apparently stolen), I found my travel insurance useless, but the airline promptly reimbursed me for the suitcase and its contents.

The insurance company would only pay if I produced a receipt for the bag and each item I was claiming to have been in it. How many people have a receipt for every item they pack? In my opinion that requirement is beyond ridiculous. Delta Airlines took my word for it.

Now, when it comes to being bumped, this is something which occurs on most flights these days.

Why would you get bumped? It’s because your flight is overbooked. Overbooking is the practice of selling more seats than an airline actually has. They don’t want to have any empty seats and overbooking insures that every seat will be full, even if someone doesn’t show up. Or, as is more likely, at the last minute, a frequent flier, who paid lots more than you did for a ticket, wants a seat.

Voluntary bumping happens when the airline entices you into giving up your seat by offering you a voucher or a free future ticket, or whatever it takes to get you, or someone else, to cooperate. This is a strictly bartering type of situation.

Involuntary bumping or denied boarding occurs when the airline can’t get volunteers, and although this doesn’t happen very often, it does involve more complications. And, by the way, the Department of Transportation (DOT) has recently proposed some changes.

The DOT’s first proposal is to have an inflation-adjusted increase to involuntary bumping compensation, along with a plan to periodically adjust compensation amounts for inflation in the future. At present, if you are involuntarily bumped, you can receive up to \$400 if the carrier arranges substitute transportation scheduled to arrive at your destination one to two hours after your original scheduled arrival of a domestic flight, and up to \$800 for longer delays. The new amount would go up to \$650 and \$1,300, respectively.

Second, the rules for bumping only apply to flights on aircraft designed to hold 30 people or more. The DOT wants to lower that to 19 people or more.

Number three, airlines don’t have to compensate you if you have a “zero fare ticket,” which would include frequent flier award tickets, those purchased from a consolidator, or bought with travel vouchers. The DOT proposes expanding bumping coverage to these individuals.

Fourth, many passengers have no idea they are entitled to monetary compensation. According to the DOT: “Current rules require that airlines give out a written notice that includes [monetary] options. But gate agents may verbally offer only a voucher for future travel — and passengers in the process of being bumped may not have the time to stop and read all the fine print.” The DOT wants to require the gate agents to verbally offer a cash or check option along with the travel voucher option.

And finally, the DOT also wants to require gate agents to provide more detailed information to passengers when a flight appears to be overbooked. The DOT feels passengers are not always fully aware of the risks associated with volunteering to be bumped versus waiting to see if they are involuntarily bumped. The DOT wants gate agents to list the passengers in line to be bumped, explain why they are in that line and how long it might take to be rebooked.

We are in the public comment phase of the DOT’s five proposals, so now would be a good time to send your opinion to the Department of Transportation and to your U.S. representative as well as Sens. Hatch and Lee.



TALENT TALK

Over the past four-plus years, I have been writing the "Staffing Matters" column. In the earlier years, I received quite a bit of feedback, but lately the column doesn't seem engaging to readers. Therefore, it's time for a refresh! Welcome to "Talent Talk."

This "not engaged" idea seems to be spreading when it comes to the workplace. In fact, according to Gallup, only 29 percent of domestic workers (and worldwide, only 13 percent — roughly one in eight) are "not engaged," meaning they lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes.



Ron Zarbock

In our rapidly innovative age where traditional methods, systems and organizational structures and processes are being disrupted and transformed into fresh and new ideas, we need more "engaged." Today, resourcefulness has proved more important than resources. Don't we want our teams' imagination, ingenuity and passion? Don't we want the "discretionary effort" from our teams? As organizational leaders, why don't we have this "efforting" from our teams? I need a minute. This information makes me feel "a little verklempt; talk amongst yourselves."

With the "Talent Talk" column, we will discuss how to build and lead talented teams and get more engagement, i.e., ingenuity, imagination and passion from our talent while providing team members more opportunity and recognition. Human

resources — our talent — is *the only* resource that can choose to be resourceful, and in today's climate, resourcefulness is where the value is.

According to Marcus Buckingham, author of the book, *Standout: The Groundbreaking New Strengths Assessment for the Leader for the Strengths Revolution*, among other performance and engagement writings, the

team, or more accurately the team leader, is the determining factor of the success of a profit center. Successful team leaders know who their team members are, what they are doing, and how they feel. Understanding and managing these three elements is key to determining the engagement and performance of a team.

As in any effective team, members

have complementary strengths. The team leader must know how to engage team members to understand and want to engage their strengths with the organization. There are a number of team assessment tools used to understand team member strengths — DISC, Predictive Index and Strength Principles are just a few. Further, their strengths must work harmoniously with those of other team

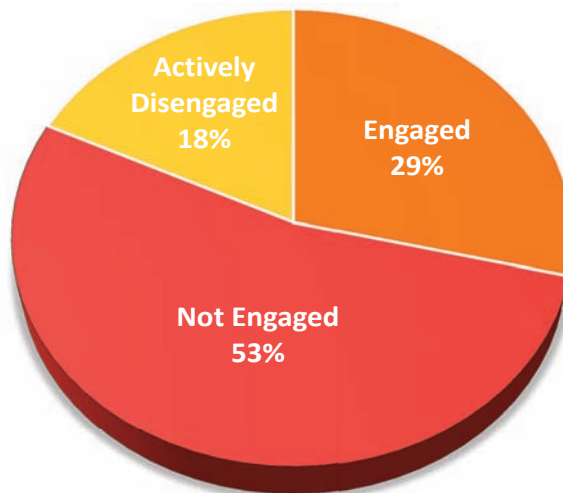
its highest form and only occurs when each team member is perfectly balanced between performing their personal best while operating in complete unison with each teammate and the coxswain's call (a team member that strategically manages the race). When this happens, the boat will swing, or gently compress when all rowers pull their oars through the water, then bursts forward as they draw back for the next stroke. Swing will only occur if each team member is fully engaged.

Hopefully, your organization is engaged in working toward differentiating attributes in the marketplace. Leaning on the strengths of your fully engaged talent team members has proven to be the most effective way of doing this. In Marcus Buckingham's research, the most important factor in creating a fully engaged team member is "seeing" that member. Seeing, in this sense, means understanding and implementing the team members' strengths within the team, recognizing contributions and allowing the team member to authentically contribute to the organization. As team leaders within organizations are able to perform these tasks with their team, non-engaged members will employ their passion to create innovation within our organization!

The next column will discuss hacks in the business world — not just better ways to do things, but different ways — and how an organization can create a culture that creates hacks.

Look forward to more discussion focused on our only resourceful resource — our talent — in "Talent Talk." Please submit future topics you'd like to see discussed to ronzarbock@spherion.com.

Employee Engagement



Source: 2011-12 Gallup

members.

An example of this is in a book I love, *Boys in the Boat*. This is a true story about how a young group of college boys worked together to win the eight-man crew gold medal in front of a dismayed Hitler at the 1936 Berlin Olympics.

There is a term in crew called "swing." Swing is team rowing at



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Want to be a sales master? Study the masters that came before you

The book titled *America's Twelve Master Salesmen* was written and published by B.C. Forbes & Sons in 1953. Yes, there were women in the book, but in those days, "men" was the universal gender. Today, it's quite the opposite.

The book was based on the fact that each one of these master salespeople had one extremely powerful overriding principle or philosophy upon which his or her success was based.

Last week I presented the first five masters and this week, four more. There are 12.5 in all (me being the .5, of course).

Back to the book. Suppose you could adopt (or adapt) all of these masters' single best characteristic into your own set of capabilities. That would be power.

And so, to challenge you 2015, here are four more master's philosophies from 1953:

6. Alfred E. Lyon (street salesman in Manhattan and later corporate executive). Principle: **Sell yourself first.** "Remember, your customers don't buy your

product. They buy you. If they buy you, they will sell your product for you." His approach of "I treat my potential customers as I would treat a stranger whom I

wanted to be my friend" was a benchmark for his success. He realized that people buy from people they like. And all he did was get people to like him and the rest was easy. NOTE: As CEO of Phillip Morris, he created the infamous Phillip Morris Man, Johnny Roventini (known as a "living trademark") and the slogan "Call for Phillip Morris."

7. Arthur H. "Red" Motley. Principle: **Nothing happens until somebody sells something.** He sold for the Fuller Brush Co. door-to-door in the 1920s, he sold cough syrup with a traveling medicine show, he sold advertising for *Collier's* magazine, he founded *Parade Magazine* (still in existence today, inserted into Sunday papers), and he created an (maybe THE) all-time legendary philosophy of sales: "Nothing happens until somebody sells something."

As a trainer in the 1940s

and '50s, Motley created a simple 15-word sales course which covered every element important to begin or master:

1. Know your product.
2. See a lot of people.
3. Ask all to buy.
4. Use common sense.

Remember, this was the '40s. No TV, no computer, no credit cards, no Apple Watch, no smartphone and no Internet. People actually wrote letters.

At the end of his working career he became one of the most sought-after sales speakers and trainers in the world.

He had another philosophy: "One of the reasons we do so much business in America is because we have learned not to make the customer wait. Wants created that remain unsatisfied for any appreciable length of time usually die." Pity he wasn't around today to hear, "Your call will be answered in the order in which it was received."

8. Dr. Norman Vincent Peale. Principle: **Have faith in people — they are basically good.** Author of the timeless classic *The Power of Positive Thinking*, Peale used the pulpit to preach the impor-

tance and the personal power of achievement through attaining a positive attitude. The spirit and the spirituality of attitude and the success it can bring are timeless. And it's more needed today than 50 years ago.

If you just get Peale's book and read two pages a day for a year or so, you're on the right path.

BONUS FACT: If you're ever in New York City, you can visit his church at the corner of 29th and Fifth Avenue. Peale's statue tells you you're in the right place.

9. Winthrop Smith. Principle: **The Queen is in the counting house....**

Known for publishing the free booklet, and running free seminars on "What You Should Know about Stocks and Bonds," Smith, the president of what is known today as Merrill Lynch, created an "everyman's" desire for investing. His passion was to teach people about the power of their own money and how they could invest it to secure their future income. And he did. And they invested in stocks and bonds with his firm. His associates

nicknamed him "Win." Not short for Winthrop — short for winner. He became a winner by helping others win. NOTE: Smith was one of the original founders of Merrill Lynch, known then as Merrill, Lynch, Pierce, Fenner and Smith.

In 1976, I remarked to one of my mentors that he seemed to have a lot of luck. Every project he undertook seemed to end up golden. He smiled and replied, "Hard work makes luck." Those words have stuck with me since.

The last (and best of) the masters will be here same time next week — stay tuned.

Free GitBit. The author of *America's Twelve Master Salesmen*, the late, great B.C. Forbes, had a formula for sales. It's yours for the taking. Go to www.gitomer.com, register if you're a first-time user and enter FORBES in the GitBit box.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

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CALENDAR

from page 9

June 25, 11:30 a.m.-1 p.m.

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker Marilee Guinan will discuss "Ambassadorship Made Simple and Fun." Location is Rice Basil, 2335 Murray Holladay Blvd., Holladay. Cost is \$14 for chamber members, \$19 for nonmembers. Details are at murraychamber.org.

June 25, noon-6 p.m.

Second Annual STEM Utah Corporate Soccer Tournament. Event is designed to raise money to excite youngsters about science, technology, engineering and math. Location is Rice-Eccles Stadium at the University of Utah. Companies or groups of individuals can have teams participate. Details are at <http://www.redhawksfc.com/stem-tournament.html>.

June 25, 6:30-8:30 p.m.

Agile Communication Workshop, an event designed to provide the ability to create a communication bridge and realize huge gains in effectiveness. Location is Holodeck, 175 W. 200 S., No. 100, Salt Lake City. Free, although a one-day, intensive version is available June 26, 9 a.m.-5 p.m., and costs \$495. Details are at <http://www.corporateculturedevelopment.com/it.html>.

June 30, 8 a.m.-noon

"FLSA Compliance: Avoiding Overtime and Exempt Status Pitfalls," an Employers Council (EC) event. EC staff attorneys will discuss the latest rule changes regarding the Fair Labor Standards Act about who qualifies for overtime protection. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at www.ecutah.org/.

July 1, 8:30-10 a.m.

"Morning Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber event. Presenter is Deb Bilbao, business consultant at the chamber's Women's Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

July 7-11

86th LULAC (League of United Latin American Citizens) National Convention, featuring discussions about the most pressing issues for the Latino community. The convention hosts the Federal Training Institute (FTI), a career development program for government employees, July

8-10. This year, the FTI will also host workshops for job seekers looking for opportunities in the federal government. Event also features an exposition, housing counseling and financial workshops. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. All events except meal functions are free and open to the public. Details are at www.lulac.org/convention.

July 7, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

July 8, 11:30 a.m.-1 p.m.

Connect 4 Luncheon, a Sandy Area Chamber of Commerce event. Location is Fratelli Ristorante, 9236 S. Village Shop Drive, Sandy. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

July 8, 3-5 p.m.

"Certify as a Women-Owned Small Business in 60 Minutes," a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

July 9, 8 a.m.-noon

"Critical People Management Skills for First-Time Managers," an Employers Council (EC) event. Location is Bridgerland Applied Technology College, 1301 N. 600 W., Logan. Also being presented at 8 a.m.-noon July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

July 9, 5:30-8 p.m.

Business After Hours, a Sandy Area Chamber of Commerce event. Location is Snowbird, 9320 S. Cliff Lodge Drive, Snowbird. Cost is \$10 (adults-only event). Details are at sandychamber.com.

July 14, 8 a.m.-noon

"Critical People Management Skills for First-Time Managers," an Employers Council (EC) event. Location is Comfort Suite Hotel 2250 S. 1200 W., Ogden; Also being presented at 8 a.m.-noon July 9 at

see **CALENDAR** page 16

Using budget-friendly Perma Bark, mulch & pebbles will improve your landscape

Maybe your landscaping needs a little pick-me-up or maybe it needs a complete facelift.

You've inherited someone else's 30-year-old yard and you don't know where to begin: the jungle of overgrown plants and weeds, unkempt beds. Giving your landscaping a facelift will not only boost your curb appeal and invigorate your yard, it will give you a brighter outlook.

Budget-Friendly Tips to Improve Your Landscape:

1. Create a prioritized list of improvements

Prioritize the changes and improvements you would like to make and draw a simple sketch of the landscape you want to achieve. If you have a plan, you're more likely to achieve the look you desire and narrow down which areas need the most attention. Remember, you don't have to change your whole landscape in one season.

2. Do a basic cleanup of your yard

Before making any major changes to the layout of your landscape, clean up what's already there. Rake leaves, cut edges on planting beds, pull out weeds or dead flowers and prune or remove overgrown plants. Your landscape will have a new look after completing a thorough cleanup. Those plants you hated before might suddenly look appealing!

3. Replace wood mulch in flower beds with decorative gravel or Perma Bark

Initially, the cost of wood mulch is lower than gravel, but using decorative gravel to improve landscape is a more durable investment. Gravel has a longer life span and stays put during high winds. It is also easier to remove leaves, grasses or debris from gravel beds.

If you like the look of wood mulch, Perma Bark is an excellent product choice. Perma Bark is a basalt rock that has a color scheme similar to dark-colored bark mulch, ranging in sizes from 3/8-inch-minus to 2 inches. Perma Bark offers the durability benefits of decorative gravel and lasts longer than traditional wood mulch. Perma Bark looks especially beautiful next to shades of green, such as bushes, shrubbery and trees.

3. Add color using pebbles, gravel or chat

People think of flowers as the main sources of color in a landscape but landscaping rocks are even more colorful and don't require water or frequent weeding. Small landscaping rocks such as pebbles, gravel or chat also provide texture, variety and shape to your landscape. Pebbles, gravel or chat can be used to create a walkway or placed in beds with low water consuming plants. Decorative gravel should be placed 3 to 4 inches thick.

Improving your landscape on a budget is as simple as creating a plan and making it happen. Clean up your existing landscape and invigorate your flower beds with decorative gravel or Perma Bark. Add color to your landscape using pebbles, gravel or chat.

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Opinion

Debate goes on: Whose fault is it that we're in the process of losing Iraq?

After the pro-Western government of China was forced to flee to the island of Taiwan in 1949, when the Communists took over mainland China, bitter recriminations in Washington led to the question: "Who lost China?" China was, of course, never ours to lose, though it might be legitimate to ask if a different American policy toward China could have led to a different outcome.

In more recent years, however, Iraq was, in fact, ours to lose after U.S. troops vanquished Saddam Hussein's army and took over the country. Today, we seem to be in the process of losing Iraq, if not to ISIS, then to Iran, whose troops are in Iraq fighting ISIS.

While mistakes were made by both the Bush administration and the Obama administration, those mistakes were of different kinds and of different magnitudes in their consequences, though both sets of mistakes are worth thinking about, so that so much tragic waste of blood and treasure does not happen again.

Whether it was a mistake to invade Iraq in the first place is something that will no

doubt be debated by historians and others for years to come. But, despite things that could have been done differently in Iraq during the Bush administration, in the end President Bush listened to his generals and launched the military "surge" that crushed the terrorist insurgents and made Iraq a viable country.

The most solid confirmations of the military success in Iraq were the intercepted messages from Al Qaeda operatives in Iraq to their leaders in Pakistan that there was no point sending more insurgents, because they now had no chance of prevailing against American forces. This was the situation that Barack Obama inherited — and lost.

Going back to square one, what lessons might we learn from the whole experience of the Iraq war? If nothing else, we should never again imagine that we can engage in "nation-building" in the sweeping sense that term acquired in Iraq — least of all building a democratic Arab nation in a region of the world that has never had such a thing in a history that goes back thousands of years.

Human beings are not inert building blocks, and democracy has prerequisites

that Western nations took centuries to develop. Perhaps the reshaping of German society and Japanese society under American occupation after World War II made such a project seem doable in Iraq.

Had the Bush administration pulled it off, such an achievement in the Middle East could have been a magnificent gift to the entire world, bringing peace to a region that has been the spearhead of war and international terrorism.

Germany and Japan had been transformed from belligerent military powers threatening world peace for more than half a century to two of the most pacifist nations on earth, in both cases after years of American occupation reshaped these societies. Why not Iraq?

First of all, Germany and Japan were already nations before the American occupation. There was no "nation-building" to do. But Iraq was a collection of bitter rivals — Sunnis, Shiites and Kurds, for example — who had never resolved their differences to form a nation, but were instead held together only by an iron dictatorship, as Yugoslavia once was.

Replacing German and Japanese dictatorships with democracy after World War

II was a challenge. But both countries remained under American military governments for years, slowly gaining such self-governing powers as the military overseers chose, and at such a pace as these overseers deemed prudent in the light of conditions on the ground.

American authorities did not rush to set up an independent government, able to operate at cross purposes because it was "democratically elected" in a country without the prerequisites of a viable democracy.

Despite the mistakes that were made in Iraq, it was still a viable country until Barack Obama made the headstrong decision to pull out all the troops, ignoring his own military advisors, just so he could claim to have restored "peace," when in fact he invited chaos and defeat.

This is only the latest of Obama's gross misjudgments about Iraq, going back to his Senate days, when he vehemently opposed the military "surge" that crushed the terrorist insurgency, as did Sen. Hillary Clinton also, by the way.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is www.tsowell.com.

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THOMAS SOWELL

At least on the subject of national security, Rand Paul is worth a listen

It turns out that Republicans in Washington are united on one issue — their hatred of Rand Paul. John McCain says that he is "the worst possible candidate ... on the most important issue." Marco Rubio opines that "he has no idea what he's talking about." Lindsey Graham concludes that it would be "devastating" for the party to nominate him. Conservative commentators are even more vicious and ad hominem. The obsession with Paul is striking. In a *Washington Post* op-ed last summer, Texas Gov. Rick Perry mentioned Paul 10 times. I cannot recall an instance in recent decades when so much vitriol has been directed against a leading political figure by his own party.

The attacks are almost entirely focused on Paul's foreign policy, which is routinely characterized as dangerous and isolationist. In fact, the real problem appears to be that Paul is trying to force Republicans and many Democrats to defend what has become a lazy, smug consensus in favor of an ever-expanding national security state.

I have read Paul's proposals and speeches on the topic. There are some bloopers, odd comments and rhetorical broadsides, but for the most part his views are intellectually serious and well within a tradition of what he (correctly) calls conservative realism. They are also politically courageous. Paul has taken positions and

cited authorities that are deeply unpopular with his own party. Yes, of course, he craves publicity and engages in stunts — what politician doesn't? But what makes his opponents most uncomfortable is the substance, not the style.

Take the most recent example: his opposition to the blanket extension of the Patriot Act, which has resulted in some modest restraint on the vast expansion of government powers since 9/11. (The new set of checks and balances are close to ones recommended by a panel put together by the Obama administration.) In defending his position, Paul points out — correctly — that we would not even know of the existence of this system of metadata collection if not for Edward Snowden's revelations, that the FBI has been unable to cite a single terrorist plot disrupted by it and that the special courts in place have few checks and little transparency. He cites, glowingly, the 1979 dissenting opinion regarding the dangers of government collection of phone records by Thurgood Marshall and William Brennan, the Supreme Court's two most prominent liberals in the last half-century.

Or consider Paul's views on lifting the embargo on Cuba, on which he writes: "The supporters of the embargo ... fall strangely silent when asked how trade with Cuba is so different than trade with Russia or China or Vietnam." This is not a path to primary voters' hearts in Florida.

He has raised uncomfortable questions

that no other politician dares to raise about Anwar al-Awlaki, an al-Qaeda leader who was killed by an American drone strike when in a car on a road in Yemen. Paul has pointed out that since Awlaki was an American citizen, this action creates an extraordinary legal precedent — that the president of the United States can execute an American citizen without trial. He cites approvingly the American Civil Liberties Union, which he writes has pointed out that

"in modern history, a presidential order to kill an American citizen away from a battlefield is unprecedented."

In the Middle East, Paul has called for caution before the next military intervention, pointing out that it is worth learning some lessons from the last decade. America's military interventions, he has argued, have destabilized countries and

see ZAKARIA next page



FAREED ZAKARIA



Opinion

Clean that windshield, make life's ride a little smoother

Have you ever been hit in the face going 60 miles per hour down the highway? I have. By bugs — while riding my Harley. And it hurts. I know, right now you may be thinking, “Come on, Doug — bugs? How much can a little fly hurt?” Well, let’s just say when you’re at highway speed, those bugs pummel your forehead like a rock. And it’s not just when they hit your forehead that they can take a toll. In fact, those little buggers teach a powerful lesson. Something as small as an insect is, it can cause far greater damage than you think if you’re not prepared or if you don’t remedy the problem right away. And that’s a lot like life.

On one ride, a bee somehow got trapped in my helmet. By the time I pulled over to get it out, my wife, Sharee, surmised I was having a seizure. Luckily, the bee and I eventually parted ways without at least one of us going down.

Sometimes, not only are bugs dangerous for their sting, but often they can accumulate and impede our vision for a brighter future in life. In the year 2000, Sharee and I joined a group of about 30 bikers on a tour from Atlanta, Georgia, down to Key West, Florida, and then back through the Everglades and ending up in Orlando. We ran into 100 bazillion love bugs. Love bugs are a member of the family of March flies. They are also known as the honeymoon fly, kissing bug or double-headed bug. They are named such because during and after mating, adult pairs remain coupled, even in flight for up to several days.

This ride was in May, and during one part of the trip we had to stop about every 20 minutes to clean our windshields, coated in love bugs in that short of time frame.

Sometimes bugs can be removed from our windshield of life with a simple swipe. But most of the time it requires us to stop and wash our windshield clean. Sometimes that cleansing requires strong solvent (which comes from the root “solve”) to clear up our

problems.

Some bugs contain strong acids that if left on the windshield for an extended period, will pit and erode away the smooth, clear finish. There are times when it’s not just the bugs; it’s the little rocks that cause damage, too, causing chips on our windshields. The best thing to do is repair the chip with resin as soon as possible to prevent it from spreading into a serious crack — requiring a complete replacement of our windshield.

I think you get the message, which I’ve also shared in my recent book, *Learning Curves*. It behooves all of us not to wait too long before removing the seemingly small problems in our lives — with whatever remedy is needed to get our vision extremely clear and smooth again.

As you look at your own life, ask yourself, “Where are the bugs and rock chips?” In your professional life, is it a rift with another department or colleague that could use repairing? At home, is there a “disconnect” among any family members, or a pattern of entitlement that may have crept in with your children or grandchildren (which is the topic of my soon-to-be latest book, *Entitlement Abolition*)? In your personal life, are there habits or practices that are leading you farther away from your ultimate goals, rather than closer?

As soon as you notice the smudges and cracks, take action right away. Don’t wait or your vision could be impaired long-term, if not permanently. And your ability to navigate your ride could falter.

We all want an abundant life, but it does take proactive, conscious living to adjust, fix and make sure that life stays on course. Do this for yourself, your career and your family — and then lean into the curves and enjoy the ride.

Doug Andrew is a best-selling author, radio talk show host and abundant living coach.



DOUG ANDREW

I don’t agree with Rand Paul on many things, including foreign policy. I think some of his positions on civil rights are historically blind, cruel and dangerous. But in the arena of national security, he has time and again raised important, inconvenient questions, only to have them ruled out of order and to be told that he is a crank, far outside the mainstream. In fact, it would be useful and important for Republicans — and Democrats — to stop the name-calling and actually discuss and debate his ideas.

Fareed Zakaria’s email address is comments@fareedzakaria.com.

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The top 12 tax frauds: A look at the IRS' 'dirty dozen' list

Have you heard of the “dirty dozen”? Each year, the IRS lists the top 12 recurring federal tax offenses — frauds, cheats, feints and schemes that ethically challenged taxpayers, tax preparers and crooks try to perpetrate. Watch for these scams in all seasons, not just tax season:

Identity theft. Casually discarded or displayed personal information is an open invitation to criminals. Even when we are vigilant, multiple firewalls and strong passwords can fail to protect us. The Government Accountability Office says fraudsters stole \$5.8 billion in false refunds in 2013 and the Treasury Inspector General for Tax Administration (TIGTA) thinks the losses will hit \$21 billion next year. The IRS says it is “making progress” fighting this problem.

Criminals posing as “tax professionals.” Each year, roughly 60 percent of taxpayers get help with their 1040s at tax preparation businesses. As the IRS notes, nearly all of these businesses are legitimate. Exceptions do exist, however. Sometimes a fraudster will rent a storefront with a mission of collecting Social Security numbers and other personal information pursuant to claiming phony refunds.

Unwarranted or excessive refunds. Annually, some taxpayers and tax preparers claim refunds that are embellished or wholly unjustified. A preparer may tout that it will get you a big refund but then claim a percentage of it. Worse yet, they may ask you to sign a blank return.

Phishing. This is tax fraud via email. A scammer will send a message mimicking communication from the IRS or the Electronic Federal Tax Payment System (EFTPS). If you get an email like that, forward it to phishing@irs.gov. Neither the IRS nor the EFTPS has a policy of initiating contact with taxpayers through email.

Threatening calls. Crooks will sometimes target elders or immigrants with phone scams, pretending to be the IRS or another federal agency. (Sometimes even the caller ID will suggest this.) They will assert that the other party owes thousands in back taxes. The only solution, they contend, is immediate payment through a preloaded debit card or a money order. The caller may even know the last four digits of their Social Security number or volunteer what is supposedly an IRS employee badge number to make the con more believable. A follow-up call from “the DMV” or “the police” may be next. Such behavior can be reported to TIGTA at (800) 366-4484 or the IRS at (800) 829-1040.

Sham charities. An old wisecrack says that you can make a lot of money running a nonprofit organization. A sus-

picious charity may ask you for cash, your SSN, your banking information and more. If anything seems fishy, ask for visual proof of the organization’s tax-exempt status and check it out further at irs.gov using the Exempt Organizations Select Check search box.

Tax shelter schemes. Tax evasion is different from legal tax avoidance. Some unprincipled tax and estate “consultants” seem to confuse the two, much to the chagrin of their clients who run afoul of the IRS. Watch out for aggressively marketed “tax shelters” that seem too good to be true or sketchily detailed.

Hiding taxable income. How many taxpayers file fraudulent 1099s? Enough for this ploy to make the IRS top 12 list for 2015. Any hint of bogus documentation to cut taxes or boost refunds becomes especially egregious when a paid preparer attempts it.

Inventing income that was never earned to get credits. The IRS notes that some of the shadier tax prep services sometimes convince clients to try this. It is fairly easy to disprove.

Stashing taxable income or money offshore. In recent years, the IRS has scrutinized taxpayers with undeclared foreign bank accounts and the financial organizations that have offered them. Its Offshore Voluntary Disclosure Program (OVDP) encourages taxpayers to quietly disclose such accounts and become compliant with IRS rules.

Claiming unwarranted fuel tax credits. Few taxpayers can legitimately claim these, yet some try thanks to urging from third-party preparers. Most taxpayers don’t own farms, mining or fishing businesses or companies whose vehicles operate mostly on local roads.

Frivolous arguments against income tax. Assorted seminar speakers and books claim that federal taxes are unconstitutional and that Americans have only an implied obligation to pay them. These arguments carry little weight in the courts and before the IRS. The IRS imposes a \$5,000 fine for filing a frivolous return, and Section 1 of the Internal Revenue Code imposes income tax on all Americans, specifically 26 U.S.C. §1 and 26 U.S.C. §1(a). IRC Section 6072 establishes April 15 as the annual federal tax deadline.

One thing to remember in light of this list: You are legally responsible for the content input into your 1040 form, even if a third party prepares it.

Mark Lund is the author of *The Effective Investor* and provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc. in Salt Lake City.



MARK LUND

ZAKARIA

from previous page

led to perverse consequences. “As secular dictators fell in Libya, Egypt, Iraq and now Syria, radical jihadists exploited the vacuum,” he has noted.

In Afghanistan, he said that Pres. Obama added 50,000 troops to the American force and spent an additional \$120 billion on the effort with little effect. Afghanistan today is by some measures as dangerous as ever — after 14 years of continuous American military intervention and \$1 trillion spent, by one estimate. What should we make of this?

TRAVEL*from page 1*

office right now.

Christopherson Business Travel, located at 5588 S. Green St., Suite 300, Salt Lake City, “experienced a 33 percent year-over-year increase from 2013,” according to Mike Cameron, the CEO. He attributed the success to the agency’s growth formula: having the right people, the right value proposition, and the right incentives.

Christopherson Business Travel was founded in 1953 by Merrill and Lucille Christopherson. Mike Cameron and his wife, Camille, bought the company from them in 1990. “We added 40 new team members in 2014 (across five U.S. locations), bringing the total number of travel professionals employed by Christopherson to 365,” said Cameron.

Christopherson Business Travel continues to invest in new technology for clients. One of the latest examples is AirPortal 360 Mobile. “It’s the first comprehensive app created specifically for corporate travel managers and planners, and allows them to manage and maintain their business

travel program even when they’re away from their desk,” Cameron explained.

Hess Travel, located at 150 N. Main St., Bountiful, has seen business rise by probably 10 percent, said CEO and owner Alan Hess. He attributed this to “avidly searching for new clients.” He also believes some of the rise has been organic, from clients’ personal business expansion.

Hess founded the agency in 1985 and has around 37 employees. The number of employees has stayed flat the past year. “We don’t plan on opening new offices because that’s not our model, and our business is nearly half outside the state of Utah, so, yes, we’re expanding by a vigorous sales and marketing effort,” he said.

“Ninety-five percent of what we do is managing travel for business. We manage more efficiently and better than companies could ever do on their own,” said Hess, noting that travel costs are one of the top expenses for businesses.

Toby Nash, the president and manager of Cruise and Travel Masters, located at 4376 S. 700 E., Salt Lake City, said that revenue had increased around 6 percent to

7 percent. She attributed this to the economy strengthening, and that more first-time travelers are putting money aside for trips.

The agency was founded in 1984 and has 40 sales agents. The number didn’t change from 2013 to 2014. She said, however, they “are always looking for new people (sales agents) to hire.” One of the misconceptions people have about the agency, she said, is that it has the ability to control wars, volcanoes, weather, etc.

Revenues have risen at Thomas Travel, located at 535 E. 4500 S., Salt Lake City. According to Monica Marshall, vice president, the agency sells a lot of river cruising and multigenerational leisure trips.

The agency was founded in 1951 and has 10 employees among the corporate office and three branches. The number has stayed the same, and there are no plans for expansion in the near future.

In Utah, it seems the myth isn’t true, that the Internet has taken all of the traveling agencies’ business. “Regardless of what happens with technology,” Hess said, “you just cannot replace someone who knows what they are doing.”

GOED*from page 1*

clinics nationwide that together serve over 50 million patients.

Jerry Oldroyd, chairman of the GOED board’s incentives committee, said Utah had been competing with Minnesota for the project.

“These are high-paying jobs, these are high-tech jobs and this will be a real addition to this economy,” Oldroyd said.

The state incentive is tied to the creation of up to 291 jobs over the next five years. The company will be hiring for positions including data architects, clinical data analysts, process improvement consultants and business intelligence developers.

The incentive is for up to \$706,178 over five years. The project is expected to result in new total wages, including medical benefits, of about \$67.3 million. New state tax revenues are expected to be about \$3.5 million during that period.

“Health Catalyst, like its founders, grew up in Salt Lake City, which combines a vibrant technology sector with one of the nation’s leading laboratories for healthcare improvement,” Dan Burton, Health Catalyst chief ex-

ecutive officer, said in a prepared statement. “We feel the region is one of the best places in the U.S. today to operate as a healthcare technology company, and we’re grateful that GOED is working with private companies like Health Catalyst to nurture an even stronger environment for innovation and job growth.”

Founded in 1970, Prime is a refrigerated, flatbed, tanker and logistics trucking company serving the United States and Canada. Its fleet includes nearly 6,000 trucks and more than 11,000 trailers.

The GOED board approved a tax credit of up to \$312,511 over five years for Prime. New total wages are expected to be nearly \$36.2 million over five years, and new state tax revenues are estimated at about \$2 million during that period.

Utah was competing with Denver and Dallas for the project, state officials said.

“Salt Lake City is integral to our operational growth initiatives. ... With the best truck drivers on America’s roads today supported by an exceptional hiring base available in the Salt Lake City area, Prime anticipates great success in this venture,” Robert Low, founder and CEO of Prime, said in a prepared statement.

CALENDAR*from page 13*

Bridgerland Applied Technology College, 1301 N. 600 W., Logan. July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

July 14, 8:30-9:30 a.m.

“Leveraging Existing Platforms,” a World Trade Center Utah “10 Tips Seminar.” Event will feature information about reaching retail customers through existing online commerce platforms. Location is the World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at wtcutah.com.

July 14, 5:30-7 p.m.

Informational Workshop about the Susie Hulet Community Solar program, a Weber State University event. Designed for homeowners in Davis, Morgan or Weber counties interested in solar power. Location is the Davis Applied Technology College, Northfront Business Resource Center conference room, 450 Simmons Way, Kaysville.

July 15, 8-9:30 a.m.

“Affordable Care Act: Benefits Symposium Meeting 3,” an Employers Council (EC) event. Sibyl Bogardus, attorney

and chief compliance officer for HUB International Insurance Services, will discuss key components of the ACA and provide an update on the latest proposed changes. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

July 15, 3:30-5 p.m.

“Afternoon Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event. Presenter is Deb Bilbao, business consultant at the chamber’s Women’s Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

July 16, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Also being presented at 8 a.m.-noon July 9 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

July 16, 8:30-10 a.m.

“Dynamic Communica-

tion,” a Salt Lake Chamber “Business Essentials” event. Presenters are from G&A Partners, a professional employer organization. Location is the Salt Lake Chamber, Meeting Room B&C, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10 for members logging in through the website, \$15 for nonmembers. Details are at slchamber.com.

July 21, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker Lee Lewis, regional sales manager at AmeriBen, will discuss “Unfair Advantage: How Innovative Employers are Winning in the Game of Healthcare.” Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

July 21, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davis-chamberofcommerce.com.

July 22, 4-5 p.m.

“The CEO Who Also Buys The Toilet Paper: Managing Multiple Roles,” a Salt Lake Chamber “Business Essentials” event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

July 28, 11:15 a.m.-1:15 a.m.

Women in Business Luncheon, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at www.ogdenweber-chamber.com.

July 30, 7:15 a.m.-noon

Fifth Annual Small Business Nine-Hole Golf Tournament, a Salt Lake Chamber event. Shotgun start is at 8 a.m. Brunch follows at 10 a.m. or conclusion of play at the home of Lane Beattie, chamber president and chief executive officer. Location is Lakeside Golf Course, 1201 N. 1100 W., West Bountiful. Details are at slchamber.com. Cost is \$45, or \$20 for brunch only. Sponsorships are available. Details are at slchamber.com.

July 30, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is Hampton Inn & Suites, 851 W. 1250 S., Orem. Also being presented at 8 a.m.-noon July 9 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; and July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

Aug. 6, 8 a.m.-noon

“LGBT Rights in the Workplace,” an Employers Council (EC) event focused on recent developments at the federal and state levels on sexual orientation/gender identity issues. Speakers include Bob Coursey, Employers Council attorney; Sherrie Hayashi, commissioner of the Utah Labor Commission; and Diane Thompson, attorney with Ballard Spahr. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at ecutah.org.

Aug. 12, 8-10 a.m.

“Documentation Fundamentals,” an Employers Council (EC) event focused on documentation skills for human resources professionals and company leaders. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

Aug. 12, 8:30-9:30 a.m.

“Grow As You Go,” a World Trade Center Utah “10 Tips Seminar.” Event will feature information about using trade shows and trade missions to explore markets, test demand and meet potential partners. Location is the World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at wtcutah.com.

LEHI
from page 1

The trend for companies moving to Lehi is built on the ability to attract talent from all areas along the Wasatch Front, proximity to other technology companies and the ability for continued expansion.

In 2013 Lehi added 3.5 million square feet of office space. The area exploded as companies moved in. The close proximity to both Utah and Salt Lake counties allows companies to attract talent from both areas.

Adobe completed its 280,000-square-foot building in 2013 and has plans to expand further. In 2014 Vivint completed its \$30 million, 125,000-square-foot innovation center.

Ancestry.com, the family history company that has been headquartered in Provo for 30 years, is making the move to Lehi this year.

"Our move was more about talent than anything else," said Zach Pino, Ancestry.com's vice president of people and places. "As we looked at spaces and looked around we didn't want to be cowboys or early settlers so a defining characteristic of where we wanted was a place

that was reasonably established as far as amenities and plans." The company plans on offering free FrontRunner passes for all employees, making the commute from either side of the Wasatch Front easier.

NUVI, a real-time analytics platform for social media, also recently announced its plans to move to Lehi.

"The reason we chose to move to Lehi is we feel that's the only place that can facilitate our growth. That area can help us grow," said Keith Nellesen, the company's CEO. NUVI grew from 25 employees to 95 last year with no plans of stopping, according to Nellesen. The company will occupy part of a five-story building between Vivint Solar and Thanksgiving Point Theaters.

Workfront, previously AtTask, is also building its headquarters in Lehi. The motivating factor for its move was to be around other technology companies. The company added 250 jobs last year, bringing its employee count to 530, and tripled its revenue over the past three years, according to company sources.

MX, previously Money-Desktop, is also moving to Lehi this year, building a 55,000-square-foot building across the freeway from the Adobe building.

BRIEFS
from page 7

and mentorship from the foundation's network of founders, investors and scientists, provided they skip or stop out of college during the two years of the program.

RETAIL

• **O.C. Tanner**, Salt Lake City, has promoted **Kathleen Sacco** as vice president of retail stores for the O.C. Tanner Co.



Kathleen Sacco

She will oversee retail operations at O.C. Tanner's flagship store in downtown Salt Lake City as well as its Park City store and the Rolex store at Salt Lake's City Creek Center. Sacco has spent 25 years at the O.C. Tanner Jewelry Store, most recently as director of merchandising.

SERVICES

• **Stantec** has hired **Scott Bolton** as community development manager based in its Salt Lake City office. He will be responsible for business development, strategic planning and project management for the company's community development team spanning

several offices in the Southwest.



Scott Bolton

Bolton has more than 22 years of industry leadership experience with planning, design and construction management of multidisciplinary projects. Bolton was a project manager for a globally integrated architecture, planning, engineering and technology firm. While there, he led the land development group in Utah while supporting company efforts throughout the western U.S. and western Canada. He also served several terms as planning commissioner for the city of Taylorsville.

TECHNOLOGY/LIFE SCIENCES

• **HireVue**, Salt Lake City, has closed on \$45 million in funding led by **Technology Crossover Ventures (TCV)**, based in Palo Alto, California. HireVue's previous investors — including **Sequoia Capital**, **Granite Ventures**, **Investor Growth Capital**, **Peterson Ventures** and **Rose Park Advisors'** Disruptive Innovation Fund — also participated in the round. **Nari Ansari**, a principal at TCV, will join HireVue's board of directors.

• **Great Basin Scientific Inc.**,

Salt Lake City, has announced the election of **Kirk Calhoun** to its board of directors. Calhoun was elected to the board as an independent director during the company's annual stockholder meeting **May 27** in Salt Lake City. He will serve as the chairman of the company's audit committee. Calhoun replaces **Steven Aldous**, who is retiring from his director position. Calhoun's background is in auditing and accounting. He joined Ernst & Young LLP in 1965 and served as a partner of the firm from 1975 until his retirement in 2002. He currently serves on the boards and audit committees of Response Genetics Inc. and Ryerson Holding Corp. He has served on the boards and audit committees of five public companies in the pharmaceutical industry until the dates of their respective sales: Abraxis Bioscience Inc., Myogen Inc., Aspreva Pharmaceuticals Co., Replidyne Inc. and Adams Respiratory Therapeutics Inc. Calhoun also currently serves on the boards of three private companies, including NeuroSigma Inc.

• **LANDesk**, Salt Lake City, has hired **Patricia Adams** as an IT asset management evangelist. Adams has more than 20 years of experience working in IT and software asset management analysis, including as a research director at Gartner.

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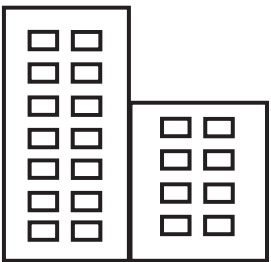
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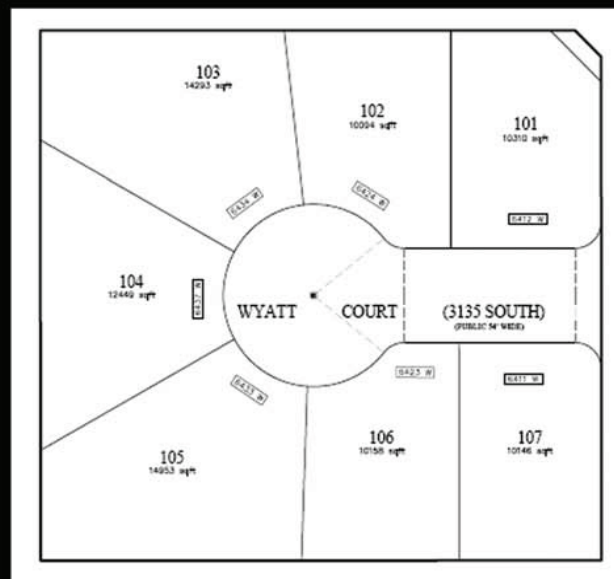
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